

# M e m o r a n d u m

To: Panel Members Date: June 22, 2007

From: Dolores Kendrick, Manager Analyst: M. Paccereilli

Subject: One-Step Agreement for **AHMC HEALTHCARE - WHITTIER HOSPITAL MEDICAL CENTER (SET)**

## **CONTRACTOR:**

- Training Project Profile: SET-Workers Earning At Least State Average Hourly Wage
- Legislative Priorities: Moving To A High Performance Workplace
- Type of Industry: Services - Medical
- Repeat Contractor: No
- Contractor's Full-Time Employees
  - Worldwide: 1,969
  - In California: 1,969
- ETP Trainees Represented by Union: No
- Name and Local Number of Union Representing ETP Trainees: N/A

## **CONTRACT:**

- Program Costs: \$223,668
- Substantial Contribution: \$0
- Total ETP Funding: \$223,668
- Total In-kind Contribution: \$247,408
  - Trainee Wages Paid During Training: \$247,408
  - Other Contributions: \$0
- Reimbursement Method: Fixed-Fee
- County(ies) Served: Los Angeles

## **INTRODUCTION:**

AHMC Healthcare – Whittier Hospital Medical Center (Whittier Hospital) is a full service, accredited, acute care facility. This facility is eligible for ETP funding under Title 22, California Code of Regulations (CCR), Section 4409(a), Special Employment Training (SET) for frontline workers who earn at least the State average hourly wage. Whittier Hospital qualifies for ETP's Priority Industry reimbursement rate as a healthcare employer. The hospital proposes to train its nursing and medical technician staff in skills designed to improve patient care and help move the hospital towards a high performance workplace.

## **MEETING ETP GOALS AND OBJECTIVES:**

Whittier Hospital proposes training that will further the following ETP goals and objectives:

- 1) Foster retention of high wage, high skilled jobs in the priority healthcare industry.
- 2) Support companies moving to a high performance workplace.
- 3) Encourage industry-based investment in human resources development that promotes California industry through productivity and product quality enhancements.

**TRAINING PLAN TABLE:**

Grp/Trainee Type	Types Of Training	No. Retain	No. Class/Lab Videocnf. Hrs.	No. CBT Hrs.	Cost Per Trainee	Hourly Wage After 90 Days
Retrainee Job Number 1 SET Frontline Workers	MENU: Business Skills; Computer Skills; Advanced Technology; Commercial Skills	218	24 - 200	0	\$1,026	*\$22.51 - \$35.51
<b>Wages After 90-Day Retention</b>						
<b><u>Occupation</u></b>						
Registered Nurse Technicians (Clinical Lab, Echo, Radiology, Respiratory, and Surgery)						
<b><u>Health Benefits Used To Meet ETP Minimum Wage:</u></b>					<b><u>Turnover Rate</u></b>	<b><u>% Of Mgrs &amp; Supervisors To Be Trained:</u></b>
*Health Benefits of at least \$2.63 per hour may be added to the trainee's wages to meet the ETP minimum hourly rate of \$22.51 per hour for SET Frontline Worker earning the State average hourly wage.					13.9%	0%
<b><u>Other Employee Benefits:</u></b>						
401K; Life Insurance; Long Term Disability; Tuition Reimbursement; Paid holidays, Vacation, and Sick Leave.						

**COMMENTS / ISSUES:**

➤ **Frontline Workers**

All participants in this project meet the Panel definition of frontline workers under Title 22, CCR, Section 4400(ee).

➤ **Production During Training**

Although Title 22, CCR, Section 4400(y)(2) defines laboratory training as occurring in a "nonproductive environment, or simulated work setting," the current severe shortage of skilled health care workers in California justifies special consideration in this case. Staff recommends a waiver of the usual parameters for funding non-productive training.

Under the standard ETP Agreement, contractors agree that during ETP-funded training hours, trainees will not produce products or provide services which will ultimately be sold. However, Whittier Hospital's training will utilize clinical skills (preceptor) training method, in

**COMMENTS / ISSUES:** (continued)

which the preceptor begins by performing all the medical tasks while the trainee observes. By the end of the training, the trainee is performing all or most of the tasks and the preceptor is observing. The trainee is not directly responsible for patient care and does not perform any procedures alone.

➤ ***Advanced Technology (AT)***

Whittier Hospital requests the higher reimbursement rate for the AT courses identified in the curriculum. The hospital representative explained that this training is expensive, highly technical in nature, and requires the use of specialized medical equipment with limited class sizes of 1:10 for class/lab and 1:1 for clinical skills training which will take place in a specialized setting under the close supervision of a preceptor. Registered Nurse will receive up to 50 hours of class and 15 hours of clinical training in a menu of advanced medical topics. Respiratory and Surgery Technicians will receive up to 24 hours of class and 5 hours of clinical training. Trainees must have an advanced level of knowledge, skills and competencies to be able to program medical equipment and work effectively with trauma patients, cardiovascular patients, stroke patients and neonatal mother/baby patients. The hospital estimates the costs for highly skilled trainers, specialized medical equipment, related training and supply materials, and additional clinical training not funded by ETP and replacement cost for nurses and technicians in training, will exceed the ETP AT rate of \$26 per hour. Any additional cost in excess of the ETP rate will be at the hospital's expense. Trainees will receive a certificate after completing the AT course work.

**RECOMMENDATION:**

Staff recommends the Panel approve this proposal and the AT reimbursement rate. This project will upgrade the skills of registered nurses and medical technicians; improve patient care; stabilize and increase permanent, fulltime workforce. In making this recommendation, staff notes that the proposed training will respond to California's need for trained nurses, as addressed in the Panel's Strategic Plan.

**NARRATIVE:**

Founded in 1957, Whittier Hospital was established as a propriety hospital. The hospital has changed ownership several times through the years: Summit Health, Ltd. in 1981, Ornda Health Corporation in 1994, Tenet Healthcare Corporation in 1997, and most recently, AHMC Healthcare in 2004.

Accredited by The Joint Commission, Whittier Hospital is a full service acute care hospital with 178 licensed beds. The hospital provides a continuum of healthcare services responsive to the needs of the community, directly and through tertiary care affiliations or integrated community-based networks. Its core services include obstetrics, general surgery, diagnostic critical care, cardiology, vascular, emergency, rehabilitation, medical/surgical, and pediatric sub-acute. The hospital also offers programs in bloodless medicine & surgery, diabetes care, senior services, and multicultural awareness. It is also a training center for the American Heart Association.

**NARRATIVE:** (continued)

Whittier Hospital is expanding to meet the needs of a rapidly growing population from the local community. The hospital has invested approximately \$1 million on new equipment and technology, such as a CT (Computerized Tomography) Scanner with a 64-slice system, a B7200 Ventilator, and ECG (Electrocardiogram) machines. The hospital is also opening a new Neurosurgical Intensive Care Unit (NICU) next year with an estimated cost of \$75,000.

The proposed training is designed to support Whittier Hospital's objective of improving patient care and moving the hospital toward a high performance workplace. According to hospital representatives, this proposal will upgrade employee job skills and address the shortage of trained health care staff.

Business skills training will provide techniques in problem solving and decision making when evaluating patient data results, determining correct diagnosis and interventions resulting in higher quality patient care.

Computer skills training will teach trainees how to use the automated systems, such as Chartlink/Computer Programs & Systems (CPSI) and Visio, which will allow them to access lab results, radiology reports, and patient information. This will expedite patient care and eliminate errors, especially resulting from customarily handwritten communications.

Advanced technology will cover the advanced level skills needed to handle the critically ill patients with complicated medical situations. These skills are necessary to manage acute trauma cases and cardiac arrest victims who require emergency surgical care. Training topics will include emergency room procedures, diabetes care, infection control, labor and delivery, and pain management.

Commercial skills will include medical topics not covered in advanced technology.

***Commitment to Training***

ETP funding will not displace Whittier Hospital's own training resources. The hospital does not have the financial resources to invest in a training program of this scope. Past training was devoted mainly to recertification, such as basic life support; and mandatory training such as prevention of sexual harassment. The hospital also provides orientation training for new employees.

Following ETP-funded training, Whittier Hospital plans to develop a substantial force of educators, particularly nurses and medical technicians, who will mentor, train, and provide expertise to other staff. It will create a significantly larger core of fully-trained preceptors who will provide clinical training to other nurses and medical technicians to ensure skill competencies are fully achieved for better patient outcomes. Whittier Hospital is committed to continue the quality and frequency of employee training and development activities at higher levels of activity than in prior years. The hospital understands that a training commitment to employees is necessary in the increasingly technological healthcare field.

**SUBCONTRACTORS:**

To be determined prior to the start of training.

**THIRD PARTY SERVICES:**

Barry Menzel of Seal Beach assisted Whittier Hospital in developing this proposal for a flat fee of \$9,500.

AHMC HEALTHCARE – WHITTIER HOSPITAL MEDICAL CENTER

Menu Curriculum

Class Lab Hours  
24 - 200

Trainees will receive any of the following:

BUSINESS SKILLS

Case Management  
Critical Thinking  
Change Management  
Conflict Resolution  
Core Measures  
Crisis Prevention Intervention  
Cultural Appropriate Care  
Customer Relations  
End of Life Issues  
Frontline Leadership  
Interpersonal Communication  
Medical Equipment In-Service  
Organizational Improvement  
Performance Management  
Preceptor Skills  
Process and System Improvement  
Teamwork  
Respiratory Assessment

COMPUTER SKILLS

Chartlink/Computer Programs & Systems (CPSI)  
Microsoft Office: Intermediate and Advanced  
Visio System

COMMERCIAL SKILLS

Body Mechanics  
Medical Coding  
Nutrition  
Sterilization and Instrumentation

ADVANCED TECHNOLOGY *(for Respiratory and Surgery Technicians only)*

Acid Base Balance  
Cardiac Assessment  
Decontamination  
Infection Control  
Life Support  
Microbiology  
Tracheotomy Care

AHMC HEALTHCARE – WHITTIER HOSPITAL MEDICAL CENTER  
Menu Curriculum (continued)

Class Lab Hours  
24 - 200

Trainees will receive any of the following:

ADVANCED TECHNOLOGY *(for Registered Nurses only)*

Acid-Base Balance  
Blood Product Administration  
Cardiac Assessment/Dysrhythmia  
Cardiology Epidural  
Post-Operative Patient Care  
Central Venous Catheter  
Chest Tube  
Chemotherapy  
Congestive Heart Failure  
Critical Care  
Decontamination  
Diabetes Management  
Disseminated Intravascular Coagulation (DIC)  
Electrocardiogram (EKG)  
Electroencephalogram (EEG)  
Emergency Room Procedures  
Infection Control  
Labor & Delivery  
Life Support  
Medication Administration  
Microbiology  
Oncology  
Operating Room  
Palliative Care  
Pain Management Assessment & Interventions  
Patient Assessment & Priority Setting  
Pharmacology  
Pediatric Care  
Peripherally Inserted Central Catheter (PICC)  
Sedation  
Seizures Assessment & Management  
Thyroid  
Tracheotomy Care  
Urology  
Wound/Skin Care